



# The MetroHealth System

## Board of Trustees

Wednesday, August 27, 2025

3:00pm - 5:30pm

The MetroHealth System Board Room K-107 or via YouTube Stream

Board of Trustees

Regular Meeting

# The MetroHealth System Board of Trustees

---

## FULL BOARD MEETING

**DATE:** Wednesday, August 27, 2025  
**TIME:** 3:00pm – 5:30pm  
**PLACE:** MetroHealth Board Room (K107) or via YouTube Stream:  
<https://www.youtube.com/@metrohealthCLE/streams>

## AGENDA

- I. **Approval of Minutes**  
Minutes of July 23, 2025 meeting of the Board of Trustees
- II. **Mission Moment**
- III. **Committee Reports**
  - A. Facilities & Planning – *E. Walker*
  - B. Quality, Safety & Experience Committee – *R. Dziedzicki*
  - C. Finance Committee – *J. Moss*
- IV. **Consent Agenda**
  - A. Recommendation To Expand Use of Previously Approved Funds to Include Capital Expenditures for Bell Greve, Rammelkamp, Business Services and Other Main Campus Buildings
  - B. Approval of Use of Remaining Series 2017 Bond Proceeds for Previously Approved Capital Expenditures for System's Apex Project
- V. **President and CEO's Report – C. Alexander-Rager**
- VI. **Medical Staff Report – Dr. Joseph**
  - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for July 2025
- VII. **Executive Session**
- VIII. **Return to Open Meeting**

# The MetroHealth System Board of Trustees

---

## FULL BOARD MEETING

Wednesday, July 23, 2025

3:00pm - 5:30pm

MetroHealth Board Room (K107) and Virtual

### Meeting Minutes

- Trustees:** Artis Arnold, III-I, John Corlett-R, Ronald Dziedzicki-R, Dolores (Lola) Garcia-R (late), Adam Jacobs, Ph.D.-R (late), Nancy Mendez-I, John Moss-I, Michael Summers-I, E. Harry Walker, M.D.-I<sup>1</sup>
- Staff:** Christine Alexander-Rager, M.D.-I, Peter Benkowski-I, James Bicak-I, Kate Brown-I, Robert (Doug) Bruce, M.D.-I, Nabil Chehade, M.D.-I, William Dube-I, Joseph Frolik-I, Cindy Gallaspie-I, Joseph Golob, M.D.-I, Geoff Himes-I, Ryan Johnson-I, Kinsey Jolliff-I, Natalie Joseph, M.D.-I, William Lewis, M.D.-I, Dr. Candy Mori-I, Dr. Kate Fox-Nagel-R, Allison Poullos-I, Tamiyka Rose-I, Aparna Roy, M.D.-I, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I<sup>1</sup>
- Invited Guests:** None
- Other Guests:** Guests not personally invited to the meeting by the Board Chair are not listed as they are members of the public and some were not appropriately identified.

Dr. Walker called the meeting to order at 3:00pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

#### I. **Approval of Minutes**

Dr. Walker requested a motion to approve the minutes of the June 11, 2025 meeting as presented, which was given, seconded, and approved by majority vote.  
RESOLUTION NO. 19697

#### II. **Mission Moment**

Dr. Alexander-Rager provided opening remarks prior to the presentation of the mission moment video. The video titled "Research to Real Life: Metro Café", provided a look into the Metro Café project which is based at the MetroHealth Old Brooklyn

---

<sup>1</sup> I-In-person, R-Remote

# The MetroHealth System Board of Trustees

---

location. The program offers a groundbreaking approach to rehabilitation for survivors of moderate to severe traumatic brain injury (TBI). Inspired by a mother's experience with her daughter's recovery, the initiative—developed with Dr. Cole Galloway from the University of Delaware—combines physical, occupational, and speech therapy in a real-world, social setting. TBI survivors manage a cookie counter, engaging with real customers and handling real money, which fosters cognitive, motor, and social development. The café is a dynamic space where researchers measure speech, movement, multitasking, and eye gaze to assess progress. This immersive environment helps bridge the gap between clinical therapy and everyday life, offering emotional uplift and a renewed sense of purpose. Initially drawing people in with cookies, the café became a place of daily connection and healing. With ambitions to expand, the project aims to provide vocational rehab and restore a sense of value and belonging to participants' lives.

### III. **President and CEO's Report – C. Alexander-Rager**

Dr. Alexander-Rager shared brief remarks to supplement the written report, reflecting on her appointment as President & CEO last October, emphasizing that her top priority was stabilizing the organization. After assessing the situation and building a strong leadership team, Dr. Alexander-Rager expressed pride in their collective efforts. In April, the team presented a plan aimed at improving the system's operating margin following two consecutive years of financial losses and a rise in uncompensated care post-COVID. Dr. Alexander-Rager noted that the upcoming presentation would provide an update on that plan, with the goal of continuing progress toward financial recovery and organizational stability.

### IV. **Medical Staff Report**

Dr. Joseph provided updates from the July 11, 2025, Medical Executive Committee (MEC) meeting. A major milestone was the successful system-wide implementation of electronic consents (e-consents), with 96% of consents now digitized. Two new at-large MEC members were elected: Dr. Vidya Krishnan, a pulmonary critical care physician, and Catherine Wozniak, a surgical advanced practice provider and participant in the Emerging Leaders program. Faculty achievements included two faculty member promotions to full professor and fifteen faculty member promotions to associate professor across nine departments. Additionally, ten faculty members were appointed to standing committees at Case Western Reserve University, marking the highest number of such appointments in MetroHealth's history, reflecting the faculty's deep integration in the academic community. The Hall of Honor nomination process is underway, with final selections expected by the end of summer. Dr. Walker requested a future update on medical staff turnover, which Dr. Joseph agreed to provide, noting it's being monitored closely in collaboration with the wellness committee.

# The MetroHealth System Board of Trustees

---

Dr. Joseph directed the Board to the medical staff report included in the meeting material and asked for approval of the MEC minutes for May 9, 2025, and June 13, 2025, and the approval of the medical staff providers appointments, reappointments, and actions of the Credentialing Committee for the months of May 2025 and June 2025. Dr. Walker requested a motion to approve the medical staff providers appointments, actions and reappointments for May 2025 and June 2025, along with the acceptance of the MEC minutes for May 9, 2025, and June 13, 2025, which was given, seconded and approved by majority vote. RESOLUTION NO. 19698

## V. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined in ORC 1333.61; and to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, or the investigation of charges or complaints against a public official, and to conference with the public body's attorney to discuss disputes involving the public body that are the subject of pending or imminent court action as defined by ORC 121.22(G). Mr. Summers made a motion and Mr. Moss seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused, and the Board went into executive session to discuss the identified matters at approximately 3:12 pm.

## VI. Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 4:38 pm and welcomed back the public virtually and those members of the public who remained in-person. Dr. Walker proceeded to read the following statement: "Today in executive session, Dr. Alexander and her team presented an update on their strategic stabilization plan. Like safety net hospitals across the country, MetroHealth faces significant financial challenges. A continued spike in charity care as well as inflation and operational inefficiencies will make this our third year in a row of increasing operating losses. Government reimbursement changes have added to the challenge and will have an even greater impact in the years ahead. The Board is in agreement and is in lock-step with Dr. Alexander and her team on the urgency of the issue and are pleased with her plans to change our financial trajectory and ensure MetroHealth's ongoing stability. We understand the environment for today's safety net hospitals has fundamentally changed and that we need a mindset focused on innovation, efficiency and results if we want to continue fulfilling our mission for our patients and our community, and we promise to do just that".

With no further business to bring before the Board, the meeting adjourned at approximately 4:39pm.

# The MetroHealth System Board of Trustees

---

**NEXT MEETING:**      **Wednesday, August 27, 2025 – 3:00 pm - 5:30 pm**  
**MetroHealth Board Room (K107) or Virtual**

Respectfully Submitted,

E. Harry Walker, MD, Chairperson  
Board of Trustees

## RECOMMENDATION TO EXPAND USE OF PREVIOUSLY APPROVED FUNDS TO INCLUDE CAPITAL EXPENDITURES FOR BELL GREVE, RAMMELKAMP, BUSINESS SERVICES AND OTHER MAIN CAMPUS BUILDINGS

### **Recommendation**

The Facilities and Planning Committee ("Committee") of the Board of Trustees ("Board") and the Senior Vice President, Facilities, Construction and Campus Transformation of The MetroHealth System ("MetroHealth") recommend that the Board expand the use of funds previously approved by the Board in Resolution 19655 (Approval of Additional Capital Expenditures for Capital Improvements to the System's Apex Project and Main Campus Outpatient Pavilion) to include capital expenditures as more fully described in **Attachment A** for Bell Greve, Rammelkamp, Business Services and other main campus buildings and sites that will remain in use following the opening of the Outpatient Health Center, and for utility service and other mechanical, electrical, plumbing, HVAC and similar revisions necessary to prepare other legacy buildings on main campus for demolition (collectively, the "Improvements").

### **Background**

The Board previously approved in Resolution 19655 capital expenditures for MetroHealth's Apex Project, which includes the Outpatient Health Center, and MetroHealth's Outpatient Pavilion. This recommendation seeks to expand the scope of capital improvements for which the funds authorized in Resolution 19655 may be used to include the Improvements.

Approval of Expansion of Use of Previously Approved Funds to include Capital Expenditures for Bell Greve, Rammelkamp, Business Services and Other Main Campus Buildings

\*\*\*\*\*

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") has been presented a recommendation from the Facilities and Planning Committee of the Board and the Senior Vice President, Facilities, Construction and Campus Transformation to expand the use of funds previously approved by the Board in Resolution 19655 (Approval of Additional Capital Expenditures for Capital Improvements to the System's Apex Project and Main Campus Outpatient Pavilion) to include capital expenditures as more fully described in **Attachment A** for Bell Greve, Rammelkamp, Business Services and other main campus buildings and sites that will remain in use following the opening of the Outpatient Health Center, and for utility service and other mechanical, electrical, plumbing, HVAC and similar revisions necessary to prepare other legacy buildings on main campus for demolition (collectively, the "Improvements").

WHEREAS, the Improvements will further the mission of MetroHealth and better provide for the health, safety, and welfare of the community MetroHealth serves; and

WHEREAS, the Facilities and Planning Committee of the Board has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the expansion of the use of funds previously approved in Resolution 19655 to include the Improvements.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer or her designee are hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

August 2025



**CONFIDENTIAL: THIS DOCUMENT CONTAINS TRADE SECRETS AND INFORMATION THAT IS  
CONFIDENTIAL AND PROPRIETARY PROPERTY OF THE METROHEALTH SYSTEM AND MAY NOT BE  
COPIED, PUBLISHED OR DISCLOSED TO OTHERS WITHOUT THE EXPRESS WRITTEN  
AUTHORIZATION OF AN AUTHORIZED OFFICER OF METROHEALTH. THIS DOCUMENT MUST BE KEPT  
ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.**

**RECOMMENDATION TO USE REMAINING SERIES 2017 BOND PROCEEDS  
FOR PREVIOUSLY APPROVED CAPITAL EXPENDITURES FOR SYSTEM'S APEX PROJECT**

**Recommendation**

The Finance Committee ("Committee") of the Board of Trustees ("Board") and the Interim Chief Financial Officer ("CFO") of The MetroHealth System ("System") recommend that the Board approve the use of the remaining Series 2017 Bond proceeds for capital expenditures for the System's Apex Project that were previously approved by the Board in Resolutions 19477, 19526, and 19655.

**Background**

The Series 2017 Bonds were issued pursuant to Resolution 19088, in part, to fund the Transformation Project, as defined in Resolution 19088.

In 2023 and 2024, the System re-evaluated its main campus master plan and determined to repurpose existing buildings on main campus that were to be demolished as part of the Transformation Project and to not reface existing buildings on main campus that were to be refaced as part of the Transformation Project; in order to meet the needs of the System and the demands of the patients it serves. The Transformation Project, as re-evaluated, has since been completed. Approximately \$10.3 million of Series 2017 Bond proceeds will remain in the Series 2017 Project Fund after payment of final costs of the Transformation Project.

The Twelfth Supplemental Indenture for the Series 2017 Bonds permits the System to use Series 2017 Bond proceeds remaining after the completion of the Transformation Project for, among other things, capital expenditures comprising hospital facilities within the meaning of Chapter 140 of the Ohio Revised Code, provided that the System delivers to the Series 2017 Bond trustee an opinion of bond counsel that such use will not adversely affect the exclusion of interest on the Series 2017 Bonds from gross income for federal income tax purposes.

The Committee and the CFO recommend the use of the remaining Series 2017 Bond proceeds for capital expenditures for the System's Apex Project that were previously approved by the Board in Resolutions 19477, 19526, and 19655, provided the System is able to deliver the opinion of bond counsel required by the Twelfth Supplemental Indenture that

August 27, 2025

such use will not adversely affect the exclusion of interest on the Series 2017 Bonds from gross income for federal income tax purposes.

August 27, 2025

**Approval of Use of Remaining Series 2017 Bond Proceeds  
for Previously Approved Capital Expenditures for System's Apex Project**

\*\*\*\*\*

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("System") has been presented a recommendation for approval of the use of remaining Series 2017 Bond proceeds for capital expenditures for the System's Apex Project that were previously approved by the Board in Resolutions 19477, 19526, and 19655.

WHEREAS, the Finance Committee of the Board has reviewed this recommendation and now recommends its approval to the Board.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the use of remaining Series 2017 Bond proceeds for capital expenditures for the System's Apex Project that were previously approved by the Board in Resolutions 19477, 19526, and 19655, provided the System delivers the opinion of bond counsel required by the Twelfth Supplemental Indenture that such use will not adversely affect the exclusion of interest on the Series 2017 Bonds from gross income for federal income tax purposes.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designees, are hereby authorized to take necessary actions consistent with this resolution, including to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

August 27, 2025



Christine Alexander-Rager, MD  
President and CEO  
The MetroHealth System  
2500 MetroHealth Drive  
Cleveland, Ohio 44109

August 2025

## President's Report to the Board of Trustees

Good afternoon, Trustees:

Thank you for your service to our system, our patients, our caregivers and our community.

As you know, it's been a challenging summer.

Since we met last month, MetroHealth had to say goodbye to about 125 of our caregivers through layoffs. Our people are our most important resource, and it is never easy to make a decision like this. I am grateful for your support and guidance.

As difficult as they were, these decisions were necessary. Our financial challenges require immediate action. This was the beginning of a "right-sizing" of our system and a reimagining of how MetroHealth operates.

I want to thank our caregivers for understanding our situation and doing what they always do during hard times: working for solutions.

The day after the layoffs were announced, I held a system-wide town hall meeting. About 1,200 caregivers attended in person and virtually. They asked important questions, shared their thoughts, and offered ideas for ways we can improve our finances. Those ideas keep coming. We have received scores of them. I am also looking forward to opening regular, direct lines of communication with our caregivers with recurring town-hall-style meetings and email updates.

Thank you to **Doug Bruce, MD, MBA, Executive Vice President, Chief Operating Officer**, and his team for carefully going through these suggestions and forwarding them to the appropriate departments for action.

Here are a few other highlights since we last met:

- More than 120 of our colleagues appear on Cleveland Magazine's 2025 list of Best Doctors. To receive this honor, physicians must be selected via an online peer-review survey of other doctors in Northeast Ohio. Physicians were asked to nominate fellow doctors they deemed the best in their field. In addition, more than a dozen MetroHealth nurses, leaders and educators were honored with the magazine's 2025 Faces of Care Award, which celebrates excellence in nursing. Congratulations!



**Christine Alexander-Rager, MD**  
President and CEO  
The MetroHealth System  
2500 MetroHealth Drive  
Cleveland, Ohio 44109

- U.S. News & World Report has once again ranked the MetroHealth Rehabilitation Institute as one of the best in the nation for the care of patients recovering from complex conditions such as stroke, traumatic brain injury and traumatic spinal cord injury. This year, MetroHealth ranked 45th in the nation, which placed it in the top 5% of the more than 1,000 hospitals reviewed by U.S. News.
- After a years-long effort by dedicated caregivers from many teams, The MetroHealth System has achieved the prestigious Baby-Friendly designation, demonstrating our System's commitment to meeting and exceeding the highest standards of care for breastfeeding mothers and their babies. The distinguished international certification indicates that MetroHealth is adhering to the Ten Steps to Successful Breastfeeding, a set of evidence-based practices recommended by the World Health Organization and the United Nations Children's Fund for optimal infant feeding support in the first days of a newborn's life. This is great news for MetroHealth, but even better news for Cleveland's moms and babies.
- MetroHealth has received a prestigious award from KLAS Research Arch Collaborative in recognition of our health system's outstanding efforts to enhance the electronic health record experience for its clinical staff. We are one of only six organizations worldwide to receive the EHR Experience Pinnacle Award for Physicians – a reflection of our System's commitment to collaborating with front-line caregivers to improve clinician satisfaction and patient care through thoughtful use of its EHR. This award is based on direct feedback from MetroHealth physicians in a survey last September.
- I had a wonderful time at the 2025 Puerto Rican Parade and Expo, which MetroHealth hosted on Quad Park on Main Campus on August 2 and 3. This joyous event has occurred every summer since the 1960s. What a legacy! I had the honor of addressing the attendees, and I told them how proud MetroHealth was to help host and present this annual celebration of thriving culture, history and community. We are blessed to have our Main Campus in one of the most diverse and culturally dynamic neighborhoods in Ohio. Thank you to the Board members who were able to attend this event.
- I want to thank the City of Cleveland, led by **Mayor Justin M. Bibb**, for organizing another successful Back to School Fest and for again welcoming MetroHealth to participate. Caregivers from the MetroHealth School Health Program, Family Dentistry, WIC, Advanced Practice Nursing and the Institute for



**Christine Alexander-Rager, MD**

President and CEO  
The MetroHealth System  
2500 MetroHealth Drive  
Cleveland, Ohio 44109

H.O.P.E. shared information about how we can help students stay healthy all year long with our in-school clinics, mobile units and telehealth services.

Thousands of students and family members attended the popular annual event on August 9 at Cleveland Public Auditorium. Thank you to our caregivers who spent their Saturday serving and engaging our community.

Finally, yes, those were bagpipes you heard if you were at Main Campus on August 15. They were played in honor of **Roy Ferguson, MD**, who enjoyed a special send-off in acknowledgement of his retirement and nearly 60-year career in Gastroenterology. Dr. Ferguson's family, friends, colleagues and fellows walked through the halls of the old hospital and The Glick Center. Along the way, folks clapped, cheered and offered lots of hugs to celebrate his career, which included 26 years at MetroHealth. His daughter, **Catherine Ferguson, DPM**, is a MetroHealth podiatrist and organized the bagpiper send-off.

Thank you again, Trustees, for all you do for MetroHealth.

With deep appreciation,

**Christine Alexander-Rager, MD**

President and CEO  
The MetroHealth System



# Report to the Board of Trustees

Christine Alexander-Rager, MD

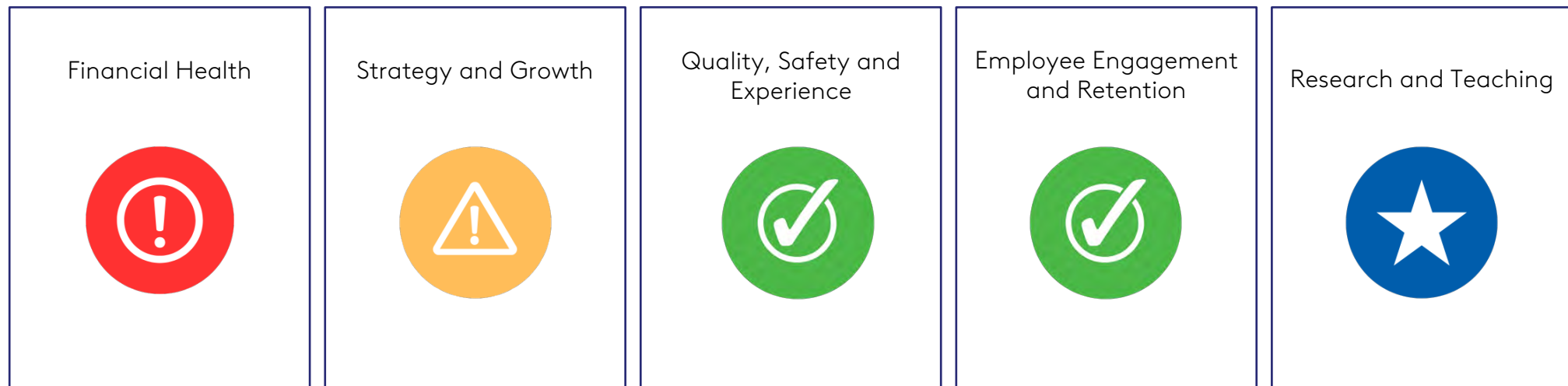
President and CEO

August 2025



# System Goal Performance

## August Snapshot: 2025 System Goals



These goals align with and support our mission of service to our community. Achieving them allows us to continue lifting the health and improving the lives of our patients, especially those who are most at-risk. This is what we've done for Greater Cleveland since 1837.

# Financial Health

**Goal:** Achieving 2025 Adjusted EBIDA Target

**Status:** OFF TRACK

**The Measure:** EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

**Why It Matters:** As an institution, we are committed to ensuring our caregivers have the resources they need to provide the highest level of care.

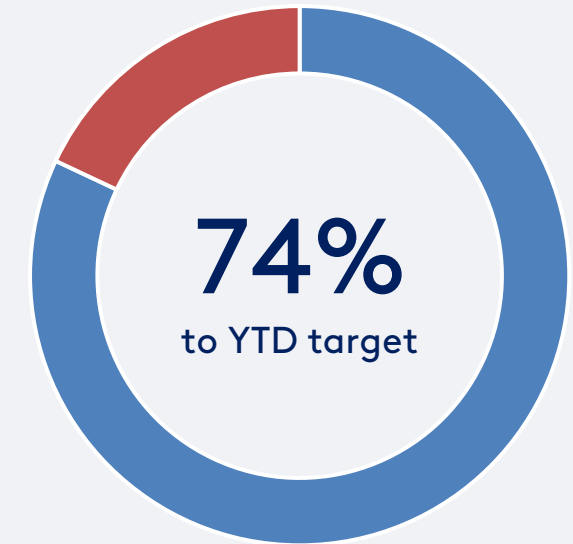
**Recent highlights/initiatives:**

- Strategic stabilization plan continues to be implemented to improve operational efficiency.
- Retail Pharmacy revenue has increased \$47M or 20% from last year.
- Outpatient and Emergency visits have increased 5% and 6% respectively, from prior year.

Goal Owner: Geoff Himes



YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)\*



YTD Actual: \$63.7 million  
YTD Target: \$85.9 million  
Variance: (\$22.2) million

2025 Target: \$147.2 million

\*YTD as of July 31, 2025

# Strategy and Growth



## Goal #1: Increase Share of Wallet

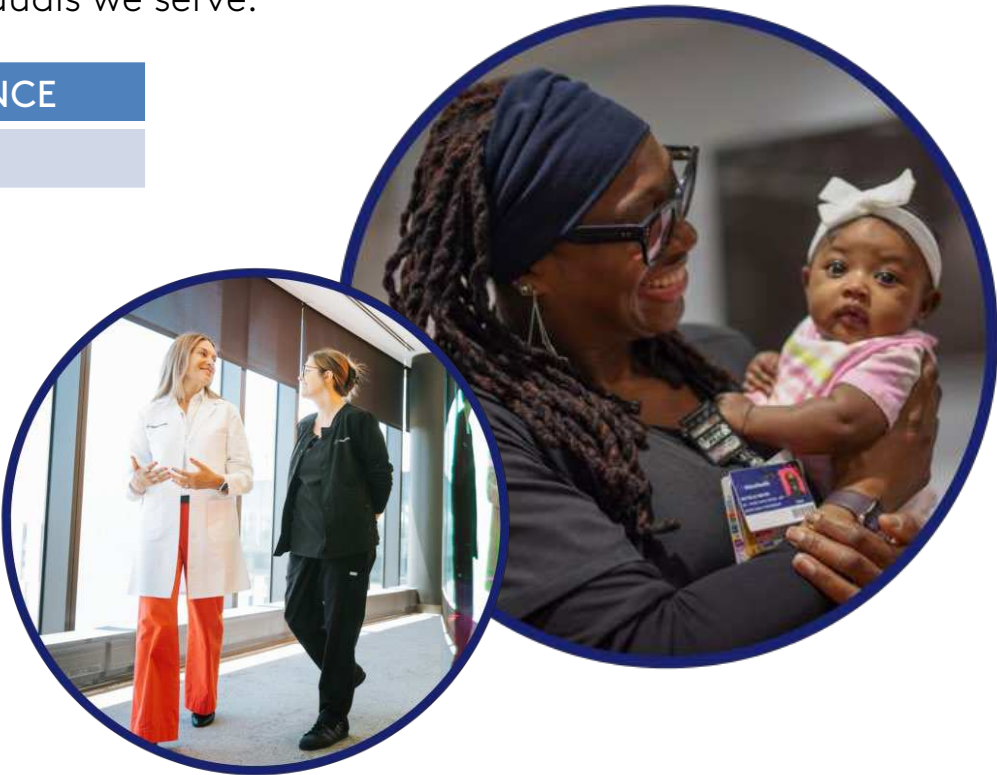
Status: **ON TRACK**

**The Measure:** *Share of Wallet* is a revenue-based measurement designed to gauge patient loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

**Why It Matters:** Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

| 2025 TARGET                      | 2025 YTD RAW PERFORMANCE |
|----------------------------------|--------------------------|
| 2024 baseline + .75% Improvement | 52.64%                   |

\*2024 baseline is **51.58%**



Goal Owner: Nabil Chehade, MD

# Strategy and Growth



## Goal #1: Increase Share of Wallet (continued)

### YTD Progress

Baseline Performance: 51.58%

YTD Raw Performance: 52.64

- Meaningful trending of performance requires at least 90 days of information.
- Share of Wallet is on track between Target and Max (-1.06%).
- Patient distribution across the various segments continues to change with decreasing Medicaid patients and a shift into Health Exchange coverages (represented in both Commercial PPO and Narrow Network segments).



| 2025 SOW                  |                         |        |                |           |                     |                       |                |         |
|---------------------------|-------------------------|--------|----------------|-----------|---------------------|-----------------------|----------------|---------|
| 7/31/2025                 |                         |        |                |           |                     |                       |                |         |
| Group                     | July YTD                |        |                |           |                     |                       |                |         |
|                           | MetroHealth Pt Activity | Pt Adj | PY Pt Activity | Pct of Yr | Projected Annual Pt | Pro-rated Total Spend | Domestic Spend | YTD SOC |
| Total Medicare            | 51,254                  | 1.7%   | 48,824         | 84.1%     | 62,016              | \$ 508,114,186        | \$ 243,912,979 | 48.0%   |
| Medicaid                  | 82,185                  | 18.0%  | 88,697         | 76.3%     | 127,117             | \$ 286,739,843        | \$ 182,258,352 | 63.6%   |
| Commerical PPO            | 76,443                  | 0.0%   | 71,980         | 72.3%     | 105,790             | \$ 503,251,140        | \$ 234,246,604 | 46.5%   |
| Commercial Narrow Network | 19,270                  | 12.0%  | 17,281         | 83.5%     | 25,845              | \$ 87,890,042         | \$ 69,171,532  | 78.7%   |
| TOTAL PATIENT POPULATION  | 229,152                 |        | 226,782        |           | 320,769             | \$ 1,385,995,211      | \$ 729,589,466 | 52.64%  |
|                           | 1.0%                    |        |                |           | 0.1%                | 4.7%                  | 8.6%           |         |

Goal Owner: Nabil Chehade, MD

# Strategy and Growth



## Goal #2: New Patient Growth

Status: **OFF TRACK**

**The Measure:** *New patients* are defined as individuals who have not had a billable encounter with MetroHealth, Spry, Spry Senior or Lumina within three years of their 2025 encounter.

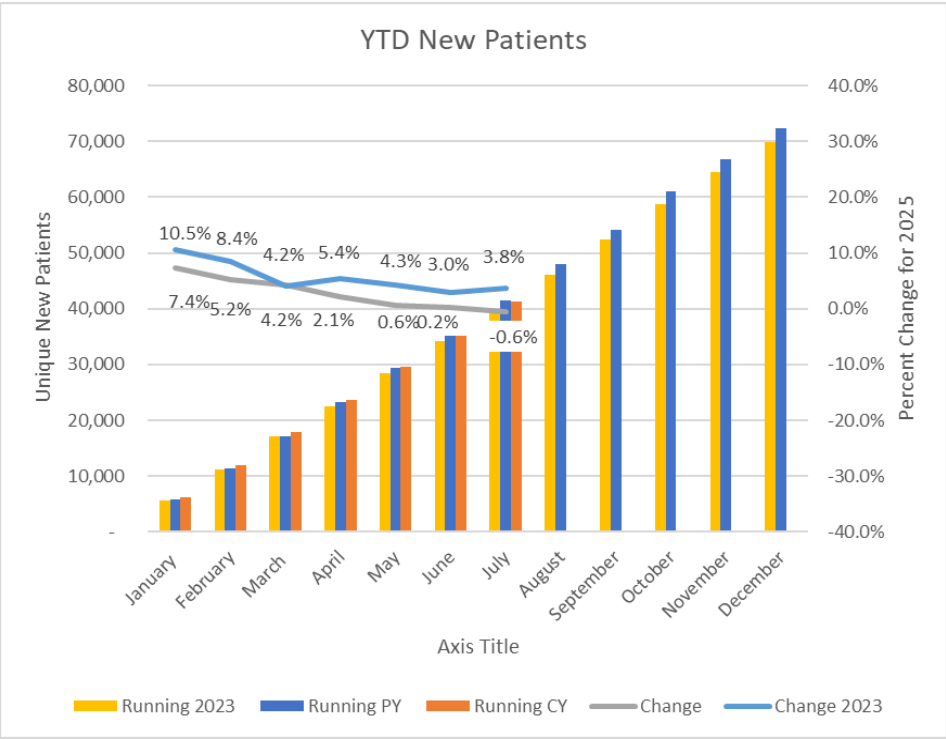
**Why It Matters:** New patient growth is essential to ensuring our stability and expanding our capacity to provide exceptional care and support to the community.

| 2025 TARGET | 2025 YTD Performance |
|-------------|----------------------|
| 73,707*     | 41,289 (-0.6%)       |

\*2024 baseline + 2% improvement

Recent highlights/initiatives:

- After a strong January, performance has regressed to match baseline 2024
- Performance is 3.8% above 2023 figures YTD
- 589 fewer new patients that are Self-Pay compared to 2024



Goal Owner: Nabil Chehade, MD

# Quality, Safety and Experience



## Goal #1: Elimination of Harm Goal with Sepsis Risk Adjusted Mortality

Status: **GENERALLY ON TRACK**

**The Measure:** Patient harm is defined as any preventable condition that occurs because of medical care in a healthcare setting. This composite score covers 16 publicly reported preventable harms, including pressure ulcers, post-operative sepsis, in-hospital falls with hip injury and hospital-acquired infections like MRSA and C-diff. In addition, this measure now includes sepsis-related mortality as part of the composite score.

**Why It Matters:** In addition to simply being the right thing to do, our performance in this area is reflected in our CMS Care Compare Star Ratings, Leapfrog grades and CMS performance-based penalty and incentive programs.

| 2025 COMPOSITE TARGET | YTD HARM SCORE                      | YTD SEPSIS MORTALITY                     | YTD COMPOSITE SCORE |
|-----------------------|-------------------------------------|--|---------------------|
| 0.86                  | 0.94 harms per 1,000 inpatient days | 1.01 observed to expected mortality rate | 0.91                |

**Recent highlights/initiatives:**

- MetroHealth achieved a positive outcome in the 2024 CMS Value-Based Purchasing (VBP) Program, an inpatient initiative that rewards or penalizes hospitals based on quality and safety performance. For the first time, MetroHealth earned a net financial gain—receiving approximately \$50,000 more than was initially withheld—due to its strong quality performance.
- The Clinical Quality Improvement Committee (CQIC) and the Essential Services Quality Improvement Committee (ESQIC) are making strong progress on their CMS-required Quality Assurance and Performance Improvement (QAPI) Plans. They are using A3 improvement methodology and Lean tools to guide their work.



Goal Owner: Joseph Golob, MD



# Quality, Safety and Experience



## Goal #2: Improving the Patient Experience

Status: **ON TRACK**

**The Measure:** Our Patient Experience score is a composite of all 9 domains of the HCAHPS patient survey as well as two questions from both the Emergency Department and Ambulatory real-time survey. This composite reflects our patients’ perception of communication with providers, staff responsiveness, cleanliness and other factors.

**Why It Matters:** Every person at MetroHealth contributes to the patient experience, and this measure reflects our commitment to ensuring everyone receives high-quality and compassionate care.

| 2025 TARGET | YTD 2025 (June) |
|-------------|-----------------|
| 3.39        | 3.39            |

### Recent highlights/initiatives:

- Recommend the Hospital achieved 5-star rating in June
- Overall Emergency Department Experience achieved 5-star rating for the sixth consecutive month
- New self-scheduling features via MyChart for new, same-day and next-day appointments, as well as availability at Walk-In Clinics went live 7/31
- Empathy training sessions in the ED continue with plans to launch in the inpatient setting in August



Goal Owner: Joseph Golob, MD



# Quality, Safety and Experience



## Goal #3: Ambulatory Quality Metrics Improvement

Status: **ON TRACK**

**The Measure:** As part of our commitment to elevating the level of care we provide, we are tracking 16 key ambulatory metrics that cover a variety of services and quality measures.

**Why It Matters:** Our performance on these metrics are important for the health and well-being of our patients but also our value-based arrangements with key payers. They are also reflected in our quality scores and rankings.

**About Composite Scoring:** Each quality measure has a minimum, target and maximum performance goal: 1 point for meeting minimum; 2 for target and 3 for max.

| 2025 SCORING      | 2025 YTD COMPOSITE |
|-------------------|--------------------|
| Threshold: 12 pts | 17                 |
| Target: 20 pts    |                    |
| Stretch: 28 pts   |                    |

Goal Owner: Nabil Chehade, MD

| Measures   | Baseline | 2025 Target | YTD 2025 | Points |
|--|----------|-------------|----------|--------|
| Diabetes: Hemoglobin A1c poor (lower is better) (%)                  | 23%      | 23%         | 30%      | 0      |
| Diabetic Eye Exam (%)  | 40%      | 42%         | 39%      | 0      |
| Cervical Cancer Screening (%)  | 65%      | 66%         | 65%      | 1      |
| Breast Cancer Screening (%)  | 74%      | 74%         | 73%      | 1      |
| Colorectal Cancer Screening (%)                                      | 60%      | 60%         | 60%      | 2      |
| Kidney Health Evaluation (%)   | 56%      | 56%         | 38%      | 0      |
| Screening for Clinical Depression & Follow Up (%)                    | 60%      | 61%         | 56%      | 0      |
| Controlling Blood Pressure (%)                                       | 71%      | 72%         | 73%      | 3      |
| Initiation/Engagement of Alcohol/Other Drug Dependence Treatment (%) | 7%       | 8%          | 7%       | 1      |
| Timeliness of Prenatal Care (%)                                      | 81%      | 82%         | 82%      | 2      |
| Postpartum Care (%)  | 84%      | 85%         | 83%      | 0      |
| Well-Child Visits in First 15 Months (%)                             | 58%      | 58%         | 60%      | 3      |
| Childhood Immunization Status (%)                                    | 30%      | 31%         | 30%      | 1      |
| Pediatric Lead Screening (%)   | 78%      | 78%         | 79%      | 3      |
| Completion of Medicare Wellness Visits (N)                           | 14,593   | 14,500      | 9249     | 0      |
| Improving Annual Comprehensive Assessments of Care Conditions (%)    | 73%      | 74%         | 63%      | 0      |

# Employee Engagement and Retention



**Goal:** Improvement of Employee Engagement Survey Participation Rate

**Status:** ON TRACK

**The Measure:** In 2024, 78.6% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our maximum goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%.

**Why It Matters:** This survey is one of the many ways our caregivers can tell us about their experience working at MetroHealth, the progress we have made, and, most importantly, how we can do better.

| 2024 Year-End Baseline | 2025 Target Goal | YTD 2025                |
|------------------------|------------------|-------------------------|
| 78.6%                  | 80.0%            | Survey launches in fall |

Recent employee engagement activities include:

- Distributed the 2025 employee-designed culture shirt to employees at all MetroHealth locations, with over 8,000 shirts handed out.
- Offered employees discounted tickets to ballgames across greater Cleveland:
  - Family Day at the Lake County Captains was held on Sunday, July 20th.
  - Celebrated MetroHealth Day at Progressive Field on August 17th, watching the Guardians compete against the Atlanta Braves.
- Preparing to launch Annual Employee Engagement Survey. Communications plan developed and engagement with survey vendor, Perceptyx, underway.



**Goal Owner:** Deborah Southerington

# Employee Engagement and Retention



**Goal:** Reduction in Turnover Rate Within First Year of Employment

**Status:** ON TRACK

**The Measure:** This measure is defined by taking the number of employees departures within first year of employment and dividing it by the number of employee departures in 2025.

**Why It Matters:** An organization’s ability to retain new hires is an indicator of its total rewards offerings, organizational culture and management.

| 2024 Year-End Baseline | 2025 Target Goal | YTD 2025 |
|------------------------|------------------|----------|
| 44.0%                  | 42.0%            | 35%      |

Recent retention highlights include:

- Culture Quality Strategic Improvement Project in partnership with Correctional Medicine leadership and HRBPs designed and created a strategic plan for team and leadership engagement and accountability.
- Launched the Respiratory Therapy Workgroup and began PCNA preceptor interviews to gain additional insight on opportunities that impact retention
- Nearly 20 departments and 26 students participated in the Summer Internship Program. The program concluded August 1.
- More than 30 departments across the system have agreed to host/mentor a Lincoln-West High School student 1/week for a non-paid internship from October – May.



**Goal Owner:** Deborah Southerington

# Research and Teaching



## Goal: Increase Grant Applications

Status: EXCEEDING GOALS

**The Measure:** This measure tracks the number of grant applications (federal, state or Foundation-level) our faculty and staff submit to public and private sources for funding to support research, education and training programs. MetroHealth/Case Western Reserve University is the primary award recipient.

**Why It Matters:** As an academic medical center, research and education are at the heart of what we do. One of our strategic priorities as a System is to build upon our role as an academic institution, and securing funding from outside sources is an important component of that work.

| 2024 Year-End Baseline | 2025 Target Goal | YTD 2025 |
|------------------------|------------------|----------|
| 105 applications       | 85 applications  | 63       |

Recent academic highlights include:

- 63 grant applications submitted: 108 annualized; exceeding stretch goal
- 180 new post-graduate trainees started in July. Most will receive their full training at MetroHealth. About 20 have preliminary positions and will transition to elsewhere to finish their training.
- 2024-2025 faculty recruitment: Faculty "pipeline"
  - Out of 100 new faculty hired, 42 were our own graduates.
  - On average, we graduate approximately 160 fully trained graduates each year. Thus, if we continue the above rate, approximately a quarter of our graduates join the faculty each year.
- Commercial translation of innovation: Contralaterally controlled functional electrical stimulation invented by Drs. Knutson and Chae cleared by FDA, June 2025; Synapse Biomedical



Goal Owner: John Chae, MD

**Please Note:** The feasibility of this goal remains uncertain due to the uncertainty at the federal level. Should the government (federal or state) prevent grant application submissions for a 60-day consecutive period during 2025, the goal will be removed.

# System News and Accomplishments



# MetroHealth Foundation



- Fundraising is tracking **80% ahead** of this time last year.
- In July, a special edition of *GIVING* was mailed to 4,600 donors, celebrating the **For All of Us Campaign**, which raised \$153 million, surpassing its \$100 million goal.
- **Christine Alexander-Rager, MD**, and Foundation Board Chair **Jon Pressnell** shared a heartfelt video message that resonated with donors.
- Coming Soon: **Why I Choose MetroHealth** – a LinkedIn campaign featuring personal quotes from Foundation Board members, building on the successful *Why I Serve* series (viewable on Kate Brown’s LinkedIn).
- **Champions of Philanthropy**: New monthly spotlight recognizing staff who champion MetroHealth’s mission:
  - **Nikki Davis**, Vice President of Revenue Cycle – Helped secure a major gift from Experian for the School Health Program, inspired by her daughter’s care journey.
  - **Michael D. Dragutinovic**, Assistant Director of Plant Operations – Assisted with corporate outreach.



Nikki Davis



Michael D. Dragutinovic



# MetroHealth Foundation



## Community Support

**100+ Women Who Care** donated to *The Moms House*, a recovery residence for pregnant/postpartum women with substance use disorders.

**Ken Ganley Subaru of Wickliffe**, via *Subaru Loves to Care*®, delivered blankets, care kits and messages of hope to Cancer Institute patients.

## Reminder: Professorship Installation

October 13, 4:30–6:30 p.m., Rammelkamp Atrium

Join us in honoring: **Marie Crandall, MD**, holder of The Richard B. Fratianne Professorship in Surgery, and **Meera Kondapaneni, MD**, holder of The Louis Rakita, MD, David S. Rosenbaum, MD, and Maurice Moss, MD Professorship in Cardiology.

## Recent Gifts

- \$788,719 – Changent (Nurse-Family Partnership)
- \$114,421 – Delta Dental Foundation (Broadway Dental Clinic)
- \$100,000 – Walter W. Born Foundation (Emergency Department renovations)
- \$50,000 – Eaton Charitable Fund (Workforce Development & CAR T-Cell Therapy)
- \$37,690 – Honda & Westside Toyota (Hybrid car for Rehabilitation Institute)
- \$15,000 – Cigna (Institute for H.O.P.E.™)
- \$10,000 – Memorial gift (Hematology Oncology)
- \$10,000 – Martha Holden Jennings Foundation (SAFE Project)
- \$10,000 – Kaulig Giving (Transformation)
- \$7,490 – Tri Delta Cleveland Alumnae (Child Life & Burn Care)



Marie Crandall, MD



Meera Kondapaneni, MD



# Nursing

- Join in congratulating recent winners of the DAISY Award for Exceptional Nurses: [Alexandria Pishkula, RN, BSN](#) (9 West), and [Shelly Johnson, MSN, RN, AMB-BC](#), a Patient Care Coordinator for the Heart and Vascular Clinic.
- MetroHealth welcomed [14 senior nurse fellows from Hong Kong](#) for a clinical site visit on Monday, July 28. This is the third and final group of the summer. The visiting nurses are experienced managers and taking part in a one-week overseas immersion program at Case Western Reserve University, where they engage with speakers on global health and healthcare leadership.



Alexandria Pishkula, RN, BSN



Shelly Johnson, MSN, RN, AMB-BC



# Marketing

## MetroHealth + Radio One

### Expanding Reach, Deepening Trust

#### Highlights

- Launched 2 original podcast series: Mommy Virtue & BeWell
  - 16 episodes featuring MetroHealth providers
  - Focus on prenatal care/motherhood, primary care and behavioral health
- Multi-format availability (audio + video) on Spotify, Apple Music & YouTube
- Strategic promotion via Radio One radio spots, social media, and website
- MetroHealth amplification through social, Morning Huddle newsletter and internal channels



#### Subscribe and Share!

[Click here for Mommy Virtue](#)

[Click here for BeWell](#)

| Mommy Virtue   | BeWell   |
|--|--|
| <ul style="list-style-type: none"><li>• July 9 – <i>The Importance of Prenatal Care</i> featuring Clodagh Mullen, MD</li><li>• July 23 – <i>Pregnancy Resources and Education</i> featuring Emily Biehl, DNP, APRN-CNP</li><li>• August 6 – <i>Navigating Healthcare for High-Risk Pregnancies</i> featuring Kelly Gibson, MD</li><li>• August 20 – <i>Choosing the Best Provider for Your Baby</i> featuring Lynn Milliner, MD</li><li>• September 3 – <i>Preparing for Your Baby's Arrival</i> featuring Amy Lowell, APRN-CNM</li><li>• September 17 – <i>Breastfeeding Challenges and Solutions</i> featuring Abby Myers, APRN-CNM</li><li>• October 1 – <i>Vaccines for Infants and Beyond</i> featuring Candis Platt-Houston, MD</li><li>• October 15 – <i>Mental Health and Motherhood</i> featuring Alexandra Berra, MD</li></ul> | <ul style="list-style-type: none"><li>• July 16 – <i>It's Ok to Ask for Help</i> featuring Mary Dooley, PhD</li><li>• July 30 – <i>Cholesterol: Why It Matters for Your Health</i> featuring Yan Sun, MD</li><li>• August 13 – <i>The Importance of Vaccines</i> featuring Kellie Krueger, PharmD</li><li>• August 27 – <i>What Are You Afraid Of?</i> featuring Eric Berko, PhD, ABPP</li><li>• September 10 – <i>Health Checks and Challenges for Black Men</i> featuring Wayne Forde, MD</li><li>• September 24 – <i>All About Type 2 Diabetes and Hypertension</i> featuring Pamala Murphy, MD</li><li>• October 8 – <i>Overthinking: How to Break the Cycle of Stressing Ourselves Out</i> featuring Cristi Zavarella, LPCC-S</li><li>• October 22 – <i>It's Time to Build a Relationship with Your Primary Care Provider</i> featuring Vikas Gampa, MD</li></ul> |



# Community Relations



- MetroHealth was proud to join Cleveland Mayor Justin M. Bibb and other community partners for another successful **Back to School FEST**. Caregivers from the MetroHealth School Health Program, Family Dentistry, WIC, Advanced Practice Nursing and the Institute for H.O.P.E. shared information about how we can help students stay healthy all year long with our in-school clinics, mobile units and telehealth services.
- We were proud to host the **55<sup>th</sup> Annual Cleveland Puerto Rican Parade & Cultural Festival** in Quad Park on our Main Campus in early August. It was a beautiful weekend celebrating culture and community.



# Communications

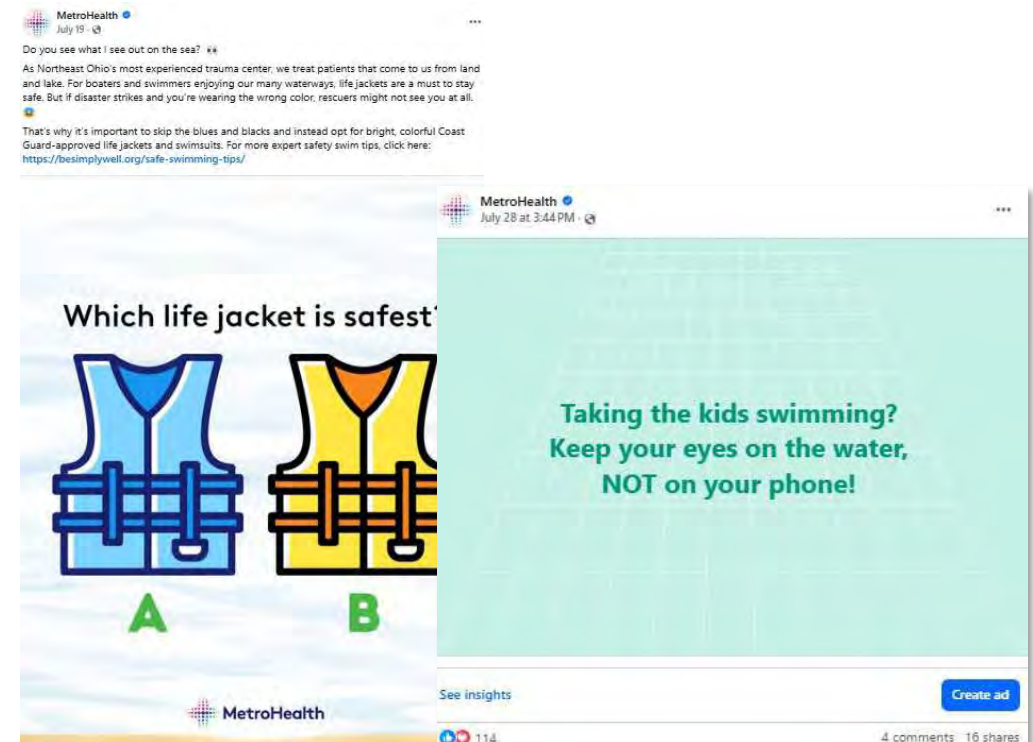


## Media Highlights

- MetroHealth featured in 3 News story, [“20-year-old Huran man inspires after devastating accident that left him paralyzed”](#)
- [Kelleys Island teams up with MetroHealth to provide medical care to residents and visitors](#) – News Channel 5
- [MetroHealth’s Outpatient Health Center: Where does construction stand?](#) – Cleveland.com
- [Dennis Auckley, MD](#), quoted in New York Post story, [“Sorority girls say this Greek tradition gave them the best sleep of their lives – why it worked”](#)
- [MetroHealth researchers explore unique traumatic brain injury therapy](#) – Spectrum News 1
- MetroHealth mentioned in Becker’s Hospital Review story, [“158 hospitals honored for cardiac care quality”](#)

## Social Media Spotlight: Summer Safety

- In partnership with Marketing, the Communications team launched a robust Summer Safety social media campaign.
- Recent focuses have included [water safety](#), [helmet safety](#) and [general trauma awareness](#). Our top water safety post had more than **10,500 impressions**.





# Awards, Recognition and Other News



- MetroHealth achieved the prestigious **Baby-Friendly designation**, demonstrating the System's commitment to meeting and exceeding the highest standards of care for breastfeeding mothers and their babies. The distinguished international certification is awarded by Baby-Friendly USA, the organization responsible for awarding the accreditation in the United States.
- **U.S. News & World Report** has once again ranked the MetroHealth Rehabilitation Institute as one of the best in nation for the care of patients recovering from complex conditions such as stroke, traumatic brain injury and traumatic spinal cord injury. This year, MetroHealth ranked 45th in the nation, which places it in the top 5% of the more than 1,000 hospitals reviewed by U.S. News.
- The MetroHealth System is proud to announce it has received a prestigious award from KLAS Research Arch Collaborative in recognition of the health system's outstanding efforts to enhance the electronic health record (EHR) experience for its clinical staff. MetroHealth is one of only six organizations worldwide to receive the **EHR Experience Pinnacle Award for Physicians**.





## ABOUT METROHEALTH

Founded in 1837, MetroHealth is leading the way to a healthier you and a healthier community through service, teaching, discovery, and teamwork. Cuyahoga County's public, safety-net hospital system, MetroHealth meets people where they are, providing care through five hospitals, four emergency departments, and more than 20 health centers and 40 additional sites. Each day, our almost 9,000 employees focus on providing our community with equitable healthcare—through patient-focused research, access to care, and support services—that seeks to eradicate health disparities rooted in systematic barriers. **For more information, visit [metrohealth.org](https://metrohealth.org)**

connect [@metrohealthcle](https://twitter.com/metrohealthcle)



The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on July 29, 2025.  
The Actions will then be reviewed by the Medical Executive Committee on August 8, 2025.

### **Resignations**

| <i>Name</i>                 | <i>Department</i>  | <i>Division</i>      | <i>End Date</i> |
|-----------------------------|--------------------|----------------------|-----------------|
| Belisle, Lisa, MD           | Family Medicine    |                      | 7/17/2025-R     |
| Bolds-Johnson, Latoya, PA-C | Family Medicine    |                      | 6/9/2025-R      |
| Brown, Rebecca, LPCC        | Psychiatry         | Social Work          | 6/22/2025-R     |
| Brown, Joelle, MD           | Pediatrics         |                      | 6/30/2025-CC    |
| Caja, Stephanie, PA-C       | Emergency Medicine |                      | 6/5/2025-R      |
| Dawson, Carmen, APRN-CNP    | OB/GYN             |                      | 7/31/2025-R     |
| Grabowski, Robert, APRN-CNP | Emergency Medicine | Life Flight          | 3/5/2025-R      |
| Hurvitz, Monica, MD         | Radiology          |                      | 7/29/2025-R     |
| Khiyami, Amer, MD           | Pathology          |                      | 7/1/2025-RT     |
| Lee, Young Min, APRN-CNP    | Medicine           | Pulmonary Medicine   | 7/18/2025-R     |
| Myers, Allison, MD          | Family Medicine    |                      | 7/6/2025-R      |
| Needlman, Robert, MD        | Pediatrics         |                      | 6/30/2025-RT    |
| Nigro, Mario, MD            | Radiology          |                      | 7/1/2025-R      |
| Okoli, Chimuanya, MD        | Medicine           | Pulmonary Medicine   | 6/30/2025-RL    |
| Rabinowitz, Jeffrey, MD     | Emergency Medicine | Life Flight          | 6/30/2025-CC    |
| Reed, Eric, MD              | Psychiatry         |                      | 7/29/2025-R     |
| Schuldt, Stephen, APRN-CNP  | Psychiatry         |                      | 7/8/2025-R      |
| Singh, Sareena, MD          | OB/GYN             | Gynecologic Oncology | 6/30/2025-RL    |
| Stroud, Leslie, APRN-CNM    | OB/GYN             |                      | 7/9/2025-R      |

### **Category Change**

| <i>Name</i>            | <i>Category From</i> | <i>Category To</i>    | <i>Date</i> |
|------------------------|----------------------|-----------------------|-------------|
| Haag, Jonathan, CAA    | Associate            | Privileged Non-Member | 7/19/2025   |
| Toth, Lidija, APRN-CNP | Associate            | Privileged Non-Member | 7/6/2025    |

### **Additional Clinical Privileges**

| <i>Name</i>          | <i>Privileges Added</i>                   | <i>Date</i> |
|----------------------|---|-------------|
| Bardaro, Sergio, MD  | Single Anastomosis Duodenal Switch (SADI) | 7/21/2025   |
| Ladha, Prerna, MD    | Robotic Privileges                        | 7/28/2025   |
| Times, Melissa, MD   | Sedation Privileges                       | 7/9/2025    |
| Zmijewski, Peter, MD | Robotic Privileges                        | 7/9/2025    |
| Koehl, Edward, MD    | Neurointerventional                       | 7/29/2025   |

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated/

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on July 29, 2025. The appointments will then be reviewed and accepted by the Medical Executive Committee on August 8, 2025.

**Active**

| <i>Name</i>                  | <i>Department</i> | <i>Division</i> | <i>Effective</i> |
|------------------------------|-------------------|-----------------|------------------|
| Aslam, Adnan, DMD            | Otolaryngology    | Oral Surgery    | 7/30/2025        |
| Moya-Smith, TlalliAztlan, MD | Family Medicine   |                 | 7/30/2025        |
| Muram, Sandeep, MD           | Neurosurgery      |                 | 7/30/2025        |

**Privileged Non-Member**

| <i>Name</i>         | <i>Department</i> | <i>Division</i>   | <i>Effective</i> |
|---------------------|-------------------|-------------------|------------------|
| Nayak, Shashank, MD | Medicine          | Internal Medicine | 7/30/2025        |
| Parker, John, DO    | Anesthesiology    |                   | 7/30/2025        |

**Non-Reviewable Clean List Files**

**Privileged Non-Member**

| <i>Name</i>           | <i>Department</i> | <i>Division</i>   | <i>Effective</i> |
|-----------------------|-------------------|-------------------|------------------|
| O'Keefe, Margaret, RD | Medicine          | Weight Management | 7/30/2025        |
| Perez, Avery, LISW    | Psychiatry        | Social Work       | 7/30/2025        |
| Toste, Joseph, LISW   | Psychiatry        | Social Work       | 7/30/2025        |

## JULY 2025 REAPPOINTMENTS

| Last Name            | First Name  | Degree        | Department              | Division                  |
|----------------------|-------------|---------------|-------------------------|---------------------------|
| Ammari               | Karen       | DNP, APRN-CNP | Family Medicine         | Express Care              |
| Baker                | Aaron       | MD            | Otolaryngology          |                           |
| Barriera Silvestrini | Paola       | MD            | Dermatology             |                           |
| Baskin               | Joseph      | MD            | Psychiatry              |                           |
| Benson               | Daniel      | MD            | Neurology               |                           |
| Billow               | Amy         | MD            | Medicine                | Hospital Medicine         |
| Blackbyrne           | Geoff       | MD            | Geriatric Medicine      |                           |
| Bondarev             | Sergey      | MD            | Radiology               |                           |
| Brienik              | Christian   | APRN-CNP      | Emergency Medicine      | Life Flight               |
| Brown                | Tiffany     | PA-C          | Medicine                | Hospital Medicine         |
| Cline                | Anne        | APRN-CRNA     | Anesthesiology          |                           |
| Collins Turner       | Jennifer    | APRN-CNP      | Psychiatry              |                           |
| Colwell              | Lauren      | PA-C          | Orthopaedics            |                           |
| Cottrell             | Andrea      | APRN-CNP      | Pediatrics              | Neonatology               |
| Davila               | Josue       | MD            | Medicine                | Hospital Medicine         |
| Dobson               | Eric        | MD            | Psychiatry              |                           |
| Dykes                | Rebecca     | APRN-CNP      | Surgery                 | General Surgery           |
| Fofie                | Frank       | MD            | Radiology               |                           |
| Greenhouse           | Megan       | APRN-CNP      | Dermatology             |                           |
| Haag                 | Jonathan    | CAA           | Anesthesiology          |                           |
| Hammamieh            | Muhannad    | MD            | Pediatrics              | Pediatric Critical Care   |
| Hanna                | Gabriel     | PA-C          | Surgery                 | Cardiothoracic            |
| Hehemann             | David       | DPM           | Orthopaedics            | Podiatry                  |
| Hitchcock            | Samuel      | CAA           | Anesthesiology          |                           |
| Jiang                | Ailin       | APRN-CRNA     | Anesthesiology          |                           |
| Jimenez              | Heather     | APRN-CNP      | Obstetrics & Gynecology |                           |
| Kelley               | Katie       | MD, MPH       | Family Medicine         |                           |
| Krishnamurthy        | Venkataramu | MD            | Radiology               |                           |
| Krudy                | Christina   | MD            | Obstetrics & Gynecology |                           |
| Kundrapu             | Sirisha     | MD            | Pathology               |                           |
| Kurin                | Michael     | MD            | Medicine                | Gastroenterology          |
| Lee                  | Edward      | MD            | Surgery                 | Ophthalmology             |
| Lee                  | Lydia       | MD            | Family Medicine         |                           |
| Lewis                | Andrew      | DO            | Medicine                | Pulmonary Medicine        |
| Lindsey              | Adrian      | MD            | Medicine                | Gastroenterology          |
| Lockhart             | Gretchen    | MD            | Radiology               |                           |
| Luezas Shamakian     | Lorella     | MD            | Geriatric Medicine      |                           |
| Mintz                | Laura       | MD, Ph.D.     | Medicine/Pediatrics     |                           |
| Morelli              | Morgan      | MD            | Medicine                | Infectious Disease        |
| Mudra                | Lyudmyla    | DNP           | Family Medicine         |                           |
| Mullen               | Clodagh     | MD            | Obstetrics & Gynecology |                           |
| Naik                 | Akash       | MD            | Otolaryngology          |                           |
| Nandar               | Phoo Pwint  | MD            | Medicine                | Cardiology                |
| Okolish              | Sarah       | APRN-CNP      | Psychiatry              |                           |
| Osborne              | Heather     | PA-C          | Neurosurgery            |                           |
| Passafiume           | Erin        | APRN-CNP      | Family Medicine         |                           |
| Pasternack           | Daniel      | DO            | Pediatrics              | Pediatric Cardiology      |
| Patil                | Sonal       | MD            | Family Medicine         |                           |
| Pearman              | Ann         | Ph.D.         | Psychiatry              | Psychology                |
| Peters               | Francine    | APRN-CNP      | Pediatrics              | Neonatology               |
| Petro                | William     | MD            | Medicine                | Hospital Medicine         |
| Ramnaraigh           | David       | MD            | Medicine                | Internal Medicine         |
| Rodriguez            | Clairissa   | APRN-CNP      | Neurology               |                           |
| Ryan                 | Mary        | MD            | Medicine/Pediatrics     |                           |
| Sawhney              | Mankaran    | MD            | Neurology               |                           |
| Schall               | Cory        | MD            | Anesthesiology          |                           |
| Sears                | Sarah       | MD            | Obstetrics & Gynecology | Urogynecology             |
| Shultz               | Theresa     | APRN-CNP      | Geriatric Medicine      |                           |
| Simerlink            | Steffen     | MD            | Emergency Medicine      |                           |
| Stovicek             | Elizabeth   | MD            | Emergency Medicine      |                           |
| Sunkesula            | Venkata     | MD            | Medicine                | Hospital Medicine         |
| Tjan                 | Allison     | PA-C          | Surgery                 | Cardiothoracic            |
| Tollinche            | Luis        | MD            | Anesthesiology          |                           |
| Vallabhaneni         | Raj         | MD            | Medicine                | Cardiology                |
| Vargas               | Christina   | MD            | Surgery                 | Plastic Surgery           |
| Vasykevych           | Nataliya    | APRN-CNP      | Medicine                | Gastroenterology          |
| Wang                 | Yan         | MD, MS        | Pathology               |                           |
| White                | Parnell     | MD            | Anesthesiology          |                           |
| Zak                  | Patrick     | MD            | Family Medicine         |                           |
| Zavarella            | Cristi      | LPCC-S        | Psychiatry              | Social Work               |
| Zmijewski            | Peter       | MD            | Surgery                 | Trauma/Burn/Critical Care |